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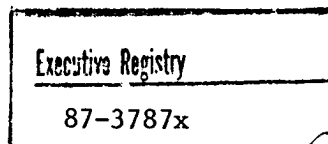
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From: JOEL T. WILLIAMS, III.

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8021 NORTHWOOD, DALLAS, TEXAS 75225 TELEPHONE 368-8985

December 21, 1987

Dear Dallas Assembly Member:

The next meeting of the Dallas Assembly will be held on Tuesday, January 19th at 12:00 noon in the Pavillion Room of The Fairmont Hotel. We will be co-hosting the luncheon with Charter 100.

Our speaker will be Robert M. Gates, Deputy Director of the CIA. Mr. Gates will speak on

As Deputy Director, Mr. Gates is the principal deputy to the Director, who heads the Intelligence Community (all of the foreign intelligence agencies of the U. S.) and directs the CIA.

Mr. Gates joined the CIA in 1966 and in 1974 was assigned to the National Security Council staff. In 1979 he was appointed to a series of administrative positions at the CIA and served as National Intelligence Officer for the Soviet Union prior to his appointment as Deputy Director for Intelligence in 1982.

Mr. Gates received a BA degree from William and Mary, Masters from Indiana University and Doctorate in Russian and Soviet history from Georgetown University.

The guest fee for the luncheon is \$23.00. Please return the enclosed reply card as soon as possible.

Sincerely,

Joel T. Williams, III

RESUME

JOEL T. WILLIAMS, III

ADDRESS:

[Redacted Address Box]

STAT

MARITAL
STATUS:

Married, 3 children

BORN:

[Redacted Birth Date Box]

STAT

EDUCATION:

Southern Methodist University
Dallas, TX
Degrees: BA 1970, JD 1972

Harvard School of Business
Boston, MA
Degree: Program for Management Development, 1977

Thomas Jefferson High School
Dallas, TX
Graduated: 1966

BUSINESS
EXPERIENCE:

The Bristol Group - Engaged in investment banking
and commercial mortgage banking.
Position: Chairman of the Board

Texas Federal Financial - \$2 billion asset public
holding company engaged in S&L, mortgage banking
and title insurance businesses.
Position: President and CEO - 1980 to 1985
Joined the company as Vice-President - 1974

Storey, Armstrong, Steger & Martin - Dallas based
law firm engaged in general civil practice.
Position: Associate - 1972 to 1974.

PROFESSIONAL
ORGANIZATIONS:

Texas Bar Association
Dallas Bar Association
Texas Real Estate Commission, Broker
Young President's Organization - 1983 to 1986

CIVIC
ACTIVITIES:

Salesmanship Club
Dallas Assembly, Executive Committee - 1987
Dallas Housing Task Force
Children's Medical Center of Dallas, Executive
Committee - 1984 to present.
Boy Scouts of America - Circle Ten Council,
Executive Board - 1983 to present.
YMCA Camp Grady Spruce, Director - 1975 to present.
Center for Nonprofit Management, Advisory Director
1981 to present.
SMU Cox School of Business, Associate Board
1981 to present.
Advisory Board of SMU Center for the Study of
Financial Institutions and Markets

DIRECTORSHIPS:

Cullum Company, Inc., Director - 1986 to present.
MBank Preston, Director - 1986
Advisory Director - 1987

ROY A. HERBERGER, JR.

1-88

PERSONAL AND FAMILY DATA:

[Redacted]

STAT

EDUCATION:

1968-1971 University of Colorado, Boulder, Colorado
Doctoral Degree in Business with emphasis in
Marketing

1966-1968 University of Texas, Austin, Texas
Master of Arts Degree in Communications

1961-1966 University of Texas, Austin, Texas
Bachelors Degree in Business with emphasis in
Marketing

FIELDS OF SPECIALIZATION: Marketing Management, Management
Science, Organizations, and International Business

PROFESSIONAL EXPERIENCE:

1982-Present Dean, Edwin L. Cox School of Business,
Southern Methodist University, Dallas,
Texas

1973-1982 Associate Dean for Academic Affairs,
Graduate School of Business, University
of Southern California, Los Angeles, Ca.

1976-1982 Director of International Business
Education and Research Program,
University of Southern California

1969-1970 Business Editor, Colorado Business

1961-1964 First National Bank, Midland, Texas

Directorships:

Baszile Metals, Los Angeles, California
Texas Commerce Bank, Dallas, Texas
Soundwarehouse, Dallas, Texas
Center for Non-Profit Management, Dallas, Texas
Trustee-Lee Optical Pension & Profit Trust
FELIC Advisory Board--Mercury & San Hilan Savings
New Vernon Savings now Monfort Savings

Contract Consultancies:

Getty Oil Company
A & M Record Company, Los Angeles
Yamaha International, Los Angeles
Honda, USA, Torrance, Ca.
Toyota Motor Sales, Torrance, Ca.
P.T. Astra International, Jakarta, Indonesia
Mexicana Airlines
The Nihon Keizai Shimbun, Inc. Tokyo
Warner Communications
Recreational Vehicles, Inc.
Doyle, Dane, & Bernback, Inc.
Superior Music of Los Angeles
O.Y. Mercantile, Helsinki, Finland
General Electric Corp.

HONORS, DISTINCTIONS AND AWARDS

Japan America Society Special Services Award, 1982
Sigma Iota Epsilon
Columbia Broadcasting Corporation Award for Educational
Program Development, 1972
Toyota Educational Foundation Grant for International
Business Simulation
U.S.C. "Outstanding Faculty Member," 1976-77
Beta Gamma Sigma-National Honorary Fraternity
Outstanding Alumni Award--University of Texas 1984

SELECTED PUBLICATIONS (Complete list available upon request)

"Negotiators abroad--don't shoot from the hip," Harvard
Business Review, July-Aug, 1983, pp. 160-168.

"Some Beliefs of Americans Can Lead to Wrong Conclusions,"
Japan Economic Journal, August 19, 1980, pp. 5-20

"Intercultural Negotiations: An Experiment in the Design of
a Teaching Vehicle," Nikkei Business, Nikkei-McGraw-Hill,
Inc., June 30, 1980, pp.71-74

REFERENCES

Available upon request

ACTIVITIES

Conference Board
Dallas Assembly, President 1987-88
Dallas Chamber of Commerce
American Marketing Association
Japan-America Society
United Way Board of Directors
Dallas World Salutes Board of Directors
Mayor's Committee on International Affairs
Golf, Tennis, running, hunting